

25 APR 1977

MEMORANDUM FOR: D/DCI/IC
FROM: Director of Central Intelligence
SUBJECT: DCI Role and Procedures in a Crisis Situation

1. I have been thinking about the various functions of the DCI, and find that I need some more education on my role during a crisis situation. [redacted]

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2. [redacted]
could you set up a crisis "walk through" exercise, establishing in at least skeletal form the task groups and communications nets within the Intelligence Community that our current planning calls for? I'd like to observe how the system works.

STANSFIELD TURNER
Admiral, U.S. Navy

cc DDCI
D/DCI/NI

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GENERAL CONCEPTS ABOUT THE INTELLIGENCE COMMUNITY

1. is too deeply into the study and analysis business.
 - a. Check particularly in the area of nuclear proliferation.
 - b. Check on what distribution they give to their product.
2. Perhaps there should be a concept that different levels of producers have different levels of dissemination or consumers, e.g., Naval Intelligence can go to the CNO but no further.
3. Write down what we are trying to accomplish with our Intelligence Community.
4. The lack of any policy position in the CIA or DDI or NIO structures is a critical point to make.
5. Tenure and lack of turnover or lateral entry in the DDI is an important problem.
6. Severing DDI from DDO would eliminate the perceived bias of the CIA analysis for covert action.

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6 APR 1977

PRM-11 TOPICS

NSA/NRO HAVE DUAL MASTERS

- o OPERATIONAL TASKING DCI
- o BUDGETARY, PROGRAMMING - SECDEF
 - FEARS - OPERATIONAL MANAGEMENT IN WAR
 - NON-MILITARY ORIENTATION
 - MANPOWER DEMOTIVATION
 - OFFSETS
 - (1) WAR
 - ESTABLISH PROCEDURES NOW -
 - GET MORE RETURN FROM NATIONAL TASKING -
 - (2) ORIENTATION
 - PENTAGON IS WRONG
 - (3) EFFICIENCY
 - INTEGRATE CIA EFFORTS
 - IDENTIFY COSTS
 - MAKE TRADE OFFS

BUDGETS

- o FULL CONTROL CIA, NSA, NRO
- o INCLUSION/VETO POWER: STATE, SERVICES, DIA, ERDA, ETC.
- o COMMENT - INTELLIGENCE RELATED, SECONDARY FUNCTION
 - COMPROMISE BETWEEN FENCING AND NO CENTRAL CONTROL

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PEACE - WAR ISSUES

- o NOT BLACK-WHITE
- o TWO WAYS RESOLVE
 - % TASKING OF COMMON ASSETS
 - ULTIMATE DECISIONS

- o NO ABRUPT SHIFT

- MAINTAINING EYE ON STRATEGIC PICTURE VITAL IN LIMITED OR CONVENTIONAL WAR - INDICATORS
 - oo WHO CARES IN NUCLEAR
 - SIMILARLY MAINTAINING EYE ON ECONOMIC, POLITICAL CRITICAL IN LIMITED WAR

CRISIS MANAGEMENT

- o MUST GET INTO PRM-11 REPORT

DCI VS. SECDEF

- o BELIEF IN "DEPARTMENTAL & TACTICAL NEEDS"

VS.

- o BELIEF IN BENEFITS OF EFFICIENCY & ECONOMY IN MORE CENTRALIZED CONTROL

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PLUS

- o OPERATIONAL TASKING ALREADY UNDER DCI

- ISSUE FOR "WAR" IS NOT ONE OF PEACETIME MANAGEMENT (EXCEPT FOR FEAR OF ELIMINATION OF A CAPABILITY) BUT ONE OF TASKING AUTHORITY

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